

# Use Your Job as a Leadership Platform

Practical skills & techniques from the  
Community Leadership Training  
program

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# Workshop Purpose

- Learn why leadership is the key driver
- Learn a few leadership techniques
- Apply them to one of your projects
- Learn how to use the CLT contract

# Why is leadership so important?

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Behind every successful community campaign there is a leader or group of leaders.

The vast majority of campaigns never get off the ground or fade away

One person can stop this from happening

You or someone you coach can be this person

# Why isn't there more leadership?

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ALL the organizational forces push us away from choosing leadership.

It takes skill and practice to turn normal work situations into leadership opportunities.

It can be scary to do!

# The obstacle of stress and other work

We're in this work because of a calling

Our organizational situation makes it hard to act on the calling

The more we ignore the calling the more we distract ourselves

It can be easy to do

# CLT Approach

- Name leadership as the key
- Bring empathy forth
- Ask leaders to step forward
- Learn the language of leaders
- Inspire & enCOURAGE with models
- Design the Campaign
- Keep improving

# Today's Session

- **Name leadership as the key**
- Bring empathy forth
- Ask leaders to step forward
- **Learn the language of leaders**
- Inspire & enCOURAGE with models
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- Keep improving

How can I walk into a room full of people and surface the natural leadership there?

# Exercise #1

- Visual Awareness (Viscog video)

# Leaders Are Just Different

A leader stands for a compelling future that is well beyond the current drift of events.

A leader speaks and listens in a way that makes the future real.

Leaders work by generating and delivering on commitments that contribute to that future.

# Nature Of Leadership

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- Leadership is always a personal choice.
- Leaders tell leadership stories.
- Leaders know that all the resources and time needed are already there.
- Leaders speak in a different way and create forward motion.
- Leadership is a skill, not position or trait.

# The 8th Habit

Steven R. Covey, 2004

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**The 8th Habit:** *“Find your voice and Inspire Others To Find Theirs.”*

*Book Dedication:* To the humble, courageous, “great” ones among us who exemplify how **leadership is a choice**, not a position.

## **The 8th Habit: *Find your voice and Inspire Others To Find Theirs.***

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**Leaders** use normal work situations to accelerate results.

**Champions** are listening for and surfacing the leadership stories of others. They acknowledge and align with the leaders they encounter.

# Leadership is how you talk

Declaration

Framing

Request & Offer

Accountable

Active Listening

Assertions

Effective Questions

Mission Empathy

Calling Together

Acknowledge

Say “yes”

“And,” not “Or”

Leaders speak and listen  
to create a safe space which  
draws others to join them in a  
serious conversation.

Leaders speak and listen  
to generate possibilities,  
opportunities, commitments.

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## Create a space for conversation

- Declaration
- Assertion
- Accountable
- Calling Together
- Framing
- Mission Empathy

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## Generate possibility, opportunity, commitment

- Request & Offer
  - Acknowledge
  - Say “Yes”
  - Effective Questions
  - “And,” not “Or”
  - Active Listening
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# Let's Explore 3 from the Leadership Toolbox

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- Declarations
- Requests & Offers
- Effective Questions

# Exercise #2

- Group exercise on  
'Declarations'

# Effective Questions

- “How can?”, not “Why not?”
- They focus energy on what can be done
- People learn through answering

# Some Effective Questions

- What are the benefits of increasing our action?
- What are we doing really well now?
- Why is it going well?
- What bold commitment can someone offer to improve the situation?

# Some Ineffective Questions

- What the heck were you thinking?
- Why did this not work?
- What are the problems we must overcome?
- OK, what are all the things we need to analyze before we get started?

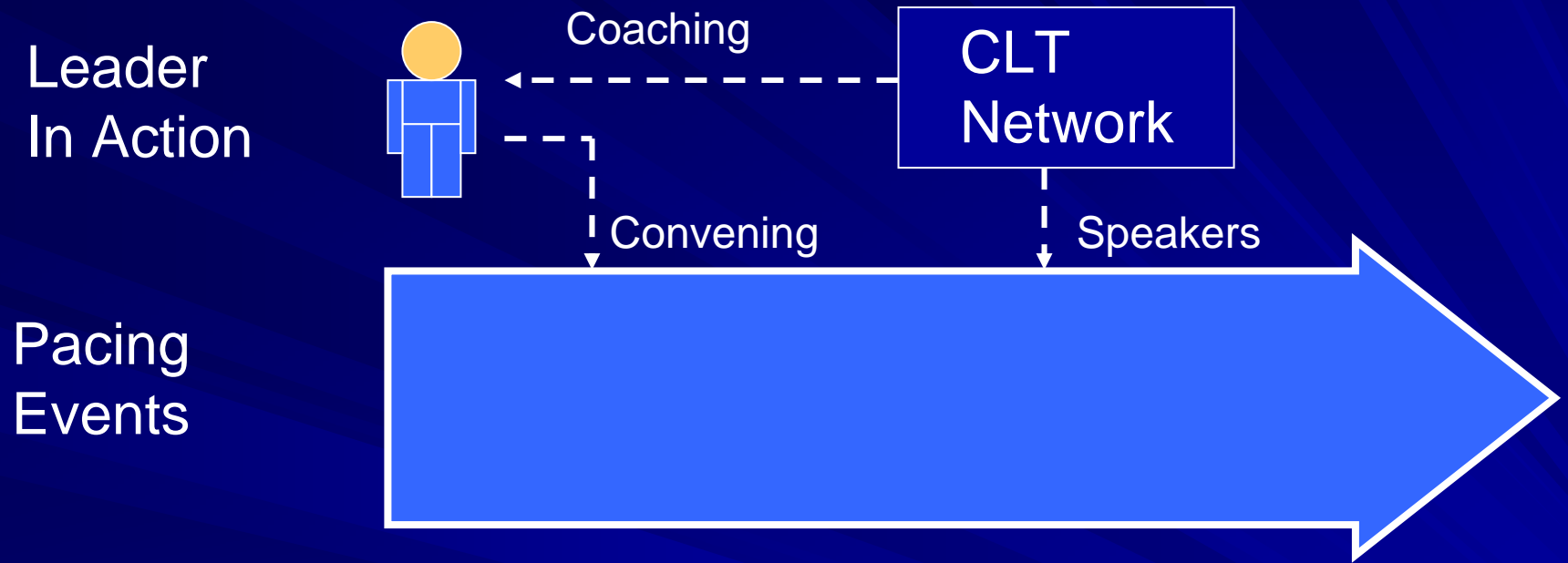
# Exercise #3

- Group exercise on 'Effective Questions'

# Exercise #4

- Group exercise on  
'Requests & Offers'

# The Key to unlock it – Pacing Events



Leadership happens through  
a series of pacing events.

# Community Leadership Training

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- CLT was formed to train community leaders with the skills they need implement effective air toxic campaigns (indoor and outdoor)
- Community leaders learn how to:
  - Set exciting goals and measure results
  - Identify Resources and Champions
  - Form Partnerships
- Participating communities mentor each other

# CLT Method

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- EPA HQ works with regions to identify potential CLT communities
- CLT's contractor provides initial support to community:
  - Leadership training
  - Individual Coaching
  - Campaign strategy and design
  - Meeting facilitation
- Community leaders continue on their own, with advice from peers in “mentor” communities

# Working with CLT

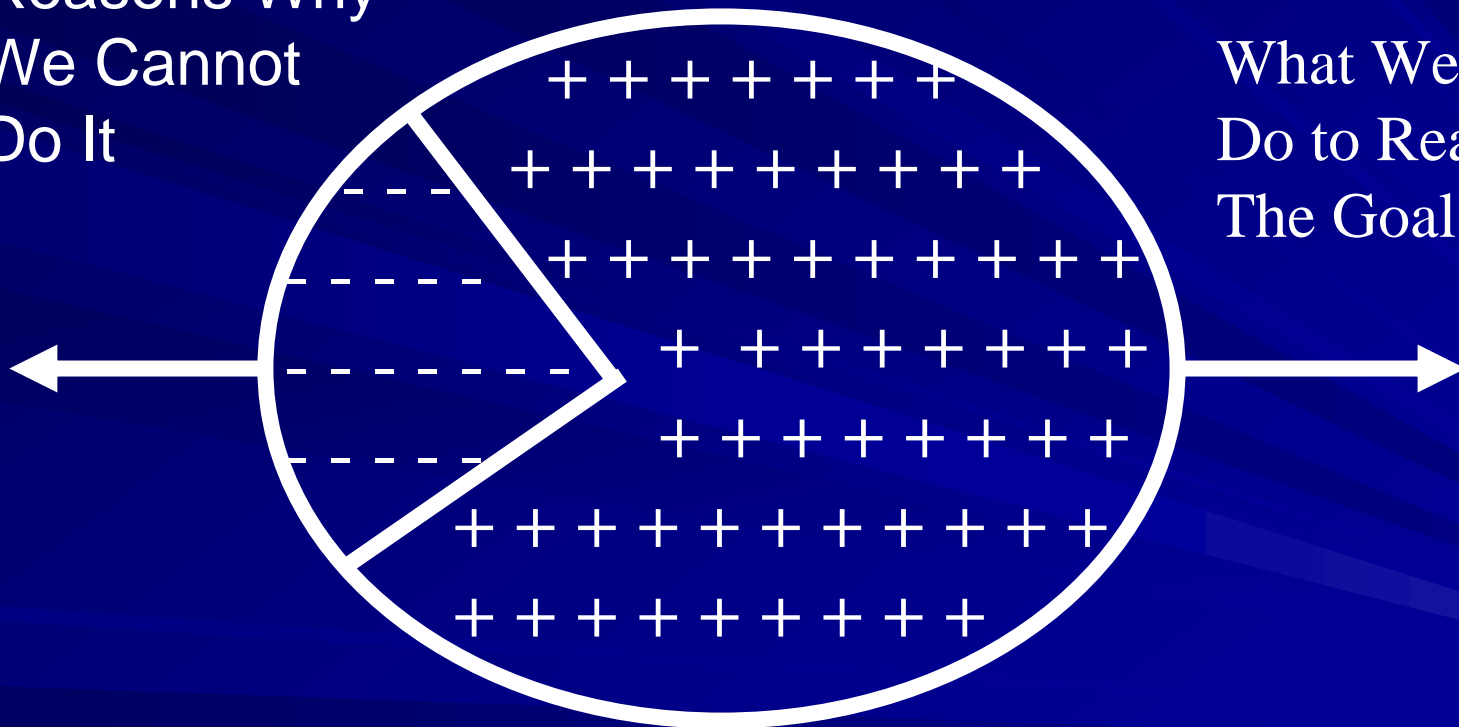
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- Request: Let us know if you are working with a community that could benefit from CLT.
  - 1 hr of consultation free
  - Pay-as-you-go
  - Must include some indoor air
- Offer: If we are not able to work with them, we will put them in touch with a mentor community that can
- [www.epa.gov/clt](http://www.epa.gov/clt)

# One Last Tip

Reasons Why  
We Cannot  
Do It

What We Can  
Do to Reach  
The Goal



Source: *Enlightened Leadership*, Oakley and Krug, 1991